Determinants of Community Consensus in Small Scale Hydropower Development Project

(A Case Study of Bhujung Hydropower Project)

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This research highlights the issues, negotiation and consensus process of a local community confrontations with the commercial as well as development projects that are to be started in a particular location, especially in the places where there are lots of conflicts and misunderstanding between project holders, development entrepreneurs and local communities. This research is based on a case study of the 7.5 MW 'Bhujung Hydropower Project' located at Lamjung district, Gandaki province of Nepal. Data collected through primary survey, focus group discussion and personal interviews of purposively contacted samples are deeply analyzed applying qualitative, descriptive and narrative methods. This study result shows that it is necessary to pre-allocate the budget that would be necessary in the future to develop secondary mini-project for local community beneficiary development activities of that community to address issues based on economic development that would arise during FGD period in order to execute primary entrepreneurial or development projects properly through consensus. This study concludes that the best strategy to execute community consensus in the society by any development or entrepreneurial project based organizations is to look after basic community needs as well as factors influencing the path of community consensus while undertaking any project based developmental activities.

Keywords: Beneficiary, Community, Consensus, Commercial, Conflicts, Development, Economic, Entrepreneurial, Hydropower, Negotiation

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1. INTRODUCTION

Community consensus is a holistic approach of community development. It is regarded as a process in which group members develop and agree to support a decision in the best interest of the whole group (Hartnett, 2011). However strong community consensus and participation can only be possible through training and mobilizing awareness in need of community participation. In other words, community consensus can be explained as an engagement of people living within that particular community commonly trying to solve their own development related problems.

Community Consensus adopts certain principles of consensus decision-making. This includes seeking agreement, inclusiveness, cooperation, participatory approaches, etc. In simple terms it refers to the primary way of making collective decisions by local people of any community for development of that community (Carothers, 2014). Similarly different research scholars like Jack Reed defines consensus as a collective work where individual express their differences positively, working together for the highest good, and come up with those instruments that can help in creating better working environment. (Reed, 2001). Besides, consensus also shows if the person is empowered or not. Consensus decision-making is based on the idea that citizens should have complete but reasonable control over their own lives). In the same way, socio-political as well as efficient decision making power should be distributed within all rather than focusing it in the hands of limited people. The major concerns of community consensus are seeking agreement, inclusiveness, corporations and other participatory approaches among people within the community. Local government policies as well as central government policies and plans plays a vital role in uplifting and strengthening the consensus among people living within that community. If we refer to the definition given by Redd, ineffective policies block the path of effective consensus decision making of an individual. However policies of any nation are major tools for determining whether the individual can get the rights to express their core differences or not.

Partnership on the management of healthcare and community resources may offer the chance to establish the basis for community health policies including Prevention Service Centers and Health Enrichment Societies (Bidwell et.al. 2012). Almost all Nations have made various efforts to adopt participatory approaches by cooperating with different socio-cultural models that are suitable for the community. However it should include seeking agreement, inclusiveness, cooperation, participatory approaches etc. Similarly any kind of consensus decision making should adopt the fundamental principles like responsibility, clearness, equate based community participation as well as social inclusion like bringing consensus sharing views and ideas with people of every kind of races, ethnicities, castes, sub-castes, political background, colors as well as different other socio-economic status. In order to strengthen the community consensus, it is necessary to find out whether the dimension can match those factors that have or could affect common community decision making or not. Decision-making in a community needs to be concluded in win-win situations, that is why there is great need for psychological satisfaction, only then can we imagine a nice

consensus community. Consensus is a formal process done in a win-win situation discussing the common problems with each other in a community to bring out a common perfect solution for that problem (Panday, 2011).

In other sense it is only possible to execute within a group of people who have faced common problems at the same time and same situation. However any problems or ideas discussed within that community should be Trustworthy, Impartial as well as Non- Intentional (Panday, 2011). Beside this, there are four major steps that should be followed in order to create a win-win situation in the early stage of community consensus. These steps are given below:
Understand and find out the major grass root problem of the community.

- Guide both the groups to create a good environment in the community for the development of consensus.
- Be neutral towards people following any culture, ethics, races, caste, class, ideology and political parties.
- Know the key role player of that community before projecting the developmental solution.

1.1 Statement of the Problem

This study focuses on knowing core problems of a community by people living in that community. Similarly this study also focuses on how the public from all classes and castes of community can't contribute to the development of their community due to lack of resource mobilization. This study is taken out looking at both local as well as national policy scenarios of Nepal that have great influence in creating a common consensus environment within the diverse group of people living in that community. There is no proper agreement among government and local level people in the field of decision-making. Currently community consensus is not much effective due to the intervention of different kinds of political interest. However in the case of white energy like hydropower, there has not been much decision made by the community through consensus due to ineffective training. In the case of developing societies, planning that is done for community consensus is not focused on core user groups as most of the user groups are not aware about the bad consequences that could come in the near future to them in absence of proper community consensus (Acharya, 2011).

After the establishment of local government, much has changed in the upper surface of decision making as this government is the result of secularism. However nothing vital has changed if we analyze core situations of society. Although the Government of Nepal has granted access to local people to solve minor disputes themselves in a legal way without any partiality, people living in lower class society still have to face lots of challenges to get accepted in the decision-making process of the society. The formal decision making body of Nepal suffers from several drawbacks. It is time consuming, expensive, leading to ignoring the voice of poor citizens with no direct linkage with the formal body of decision makers. These kinds of incidents are mostly focused on minor family disputes, minor land disputes, house rent disputes etc. that are not treated as serious arguments at national level. Although

the case is minor, the formal process of justice needs huge proof and it has a lengthy process and late presentation of final decision (Panday, 2011). However they do need justice although the case is minor. So the government has uplifted the program of community consensus since the establishment of the panchayat system of Nepal.

The concept of community consensus was also made to reduce the traffic of cases in court. Nevertheless, the act of this system was biased until the start of a multiparty democratic system in Nepal. The community consensus approach puts forward the principle that anyone who is affected by a decision should logically rebel to that decision and be involved in the decision-making process. However, this process requirement is so complex that it is fundamentally impossible to follow (Bruening, 2012) if people of that community are unaware about their actual problems.

Nepal is a nation with multicultural and multi-religious citizens with secularly identity. However, due to different security issues there has not been much research regarding the impact of religions and cultures in community decision making until today. Yet according to research done in other secular nations like Nepal throughout this globe, people who are truly expert about all the cultures of their surroundings can take quick secular decisions in consensus decision making as they are aware about sentimental attachment of every mind towards their culture (Schieman, 2011). Water and forest resources have always been a sentiment of culture in almost all religions. So it is vitally important to know what kinds of cultural importance that source of water as well as forest resources carries in that community before executing the work of hydropower. It is hard to carry out any kind of developmental activities going against the cultural sentiment of that community. However, people who do not have true knowledge about their culture and religion do not actually understand the main motive of the religion as well as their cultures and fall on the hands of religious and cultural delusion while making their decision which results in exclusive decision making in community.

On the other hand, although people of that community are given the chance to participate in community decision- making, their ideas are merely taken seriously due to political intervention. It means that some leaders of the ruling party regard their ideas as ideas of the opponent party to make their development planning work inefficiently. Practice of looking at their citizens as a supporter or opponent of their party and government have also brought serious ideological ego while executing community consensus in most of the society of secular Nepal. It's hard to listen to the tribulations of everyone. So it is necessary that one of the members should be confirmed as leader. But while selecting a leader, only elite groups with reach to political power or central power of the nation are prioritized more throughout the development history of Nepal.

Community consensus has become one of the government's vital strategies for strengthening the overall development and sustainable planning of every community of the nation. However, certain rules and regulations are provided to make local responsible community consensus decisions (Acharya, 2011). The local body formation of users group handing the forest products in the hill and mountains were found effective and are currently gaining

huge popularity. However, many executive plans has not been fully addressed focusing the issues of social equity; especially among underprivileged communities. On several occasions, indigenous knowledge is ignored and a top down approach is imposed. As a result, several conflicts arise at different stages of group formation and common decision- making.

Although the given problems are crucial and play a vital role in strengthening the scenario of community consensus in the community, it is also necessary for us to think about the following questions before determining if the problem we found now is really a great issue of that community or not.

i. What is the nature of common problems in any community?
ii. What are the motivational factors to go through the process of consensus?
iii. Is there any relevance in resolving the disputes between traditional indigenous mechanisms to community mediation or not?
iv. How does community consensus function in the community where there exists multi ethics?
v. How community consensus has become an important tool in decision-making and problem solving?

1.2. Objectives of the study

Overall objective of this study is to discover the position and role of community consensus within individuals of different ideologies, classes, castes and genders in a region where there are abundant developmental problems and the catch of government is week to solve those problems. However specific objectives of this review study are as follows:

i. To study the need for community consensus according to the national laws, policies and practices in Nepal.
ii. To sketch out the components of community consensus in the development projects including hydropower in Nepal.
iii. To analyze the determinants of community consensus in small hydropower projects.

1.3 Rationale of Study

Consensus can neither be positive nor negative. Rather it sees total agreement between two groups of people living in the same community having the same kinds of problems. Although consensus is mostly concluded with positive constructive decisions, sometimes it may end with some destructive decision. No matter how it ends the main motive is that about 80% of the population living within that community should agree and benefit from that rational decision made within the community by people of that community. Similarly the main motive of community consensus is to reduce conflict of two opposite groups living within that specific community.

Hence, Community consensus should be viewed as one of the powerful tools given for the community to make independent decisions for the development of community .Similarly, it also helps in conflict management of the community by the government of every liberal democratic nation. The project owner, community policy planner, authorities, stakeholders,

social scientists as well as scholars who are interested to come up with an idea on community consensus and social development can utilize this research. Beside this authorities of conflict management or conflict managers can utilize this primary research to find out what role is community consensus playing to manage conflict within the community as well as multicultural, multi-religious society like Nepal. However, consensus should be truly democratic but not based on dogmatic socio-political ideologies and actions. Above all, this study will be beneficial for people who want to know how to develop a community themselves like any other project company that assures to develop their community. It means, the budget of that community won't go out of that community and will be utilized within that community for further developmental activities.

Similarly people of that community will bring out certain effective ideas through consensus creating a need for active human resources to execute that developmental activities which means there is huge creation of new job opportunities in each and every field for the active working population of that community. Budget of that community will remain within that specific community, where people of that specific community will utilize it within that community for further overall developmental activities. As ideas are made through consensus, nobody in that society is left behind to get both good as well as bad fruits of those development activities that they have conducted through consensus.

1.4 Limitations of the study

Consensus is not a new term to our Nepalese society. Ever since the Vedic age, even our gods and goddesses from Hindu as well as Buddhist cultures focus more on devotee's consensus rather than implementing their ideology and divine dictatorship into their devotees. Therefore being within the boundary of scope and objectives, this study was limited to Bhujung Hydropower of Lamjung district. Due to the limitation of every kind of resource, this research was done focusing only one sector of development i.e. hydropower. As hydropower is regarded as white energy and is known for being the best energy source in the context of Nepal, researchers of this topic found hydropower as a best entity of development to carry out his research. This study has focused mainly on consensus participatory decision making between people of that community and the non-permanent energy entrepreneurs.

Although the subject matter of this research is too comprehensive, it was carried out perfectly within a limited time frame and resources. Due to limited time not much study is done regarding historical background of community consensus of Bhujung community. With the change in the political scenario of Nepal, this research is only focused after the period of 2007, after getting the identity of a secular nation by Nepal and Nepalese People.

1.5 Conceptual Framework

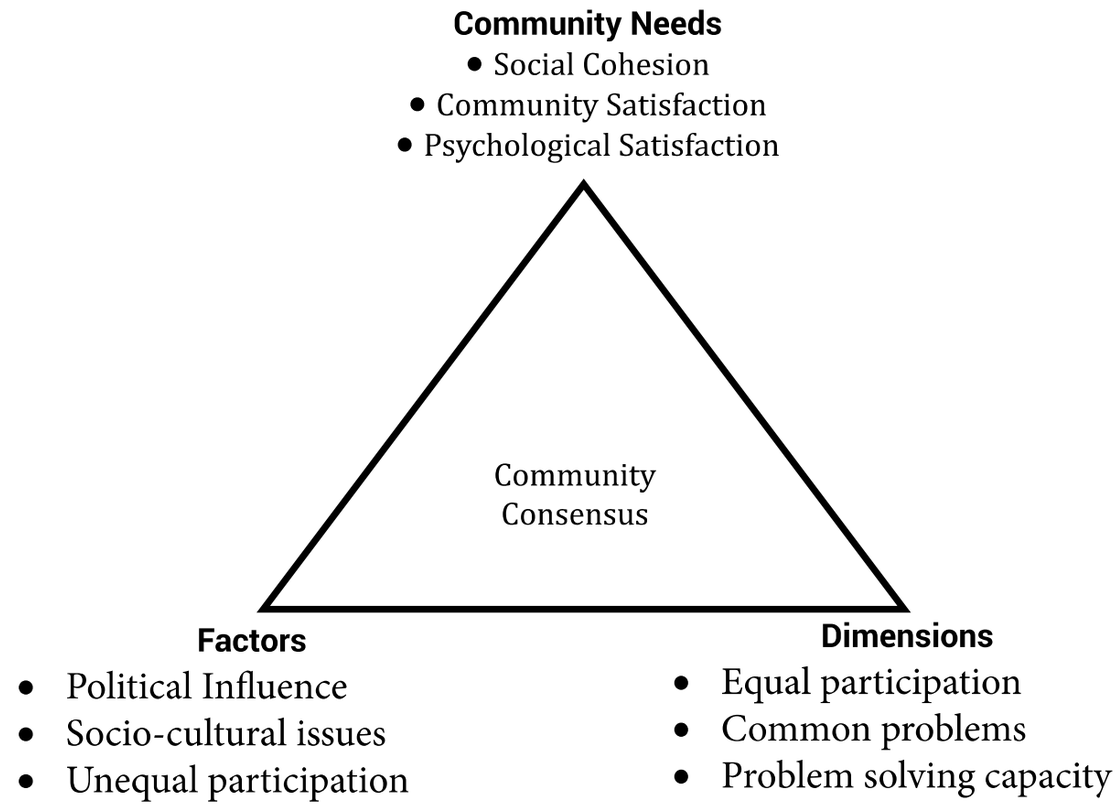
Community consensus is a collective approach and is determined by the common effort of each individual living in a society. While a collective approach is the function of common problems, common interest and working together. Therefore, community consensus seems to be a dependent variable for common problems, interests and working together. Thus, the

conceptual framework of this study is based on the assumption that the effort of common decision making can be assured through effective joint work and it can be enhanced via mutual trust, interest, intention and working together. Relaying on core characteristic of conflict and its causes, the researcher has divided conflict into intra-conflict and inter-conflict. The aspects that researcher has tried to include in intra-conflict is the location and the nature of people living in that community whereas when it comes to decision making processes through community consensus, the researcher has tried to understand what type of socio-environmental factors are present in the community that will affect the consensus decision-making processes of that community. Furthermore, these causes of consensuses decision-making is usually filled with discrimination in terms of Ideology, education, access of resources, introvert / extrovert personality, caste, gender and ethnicity.

This conceptual framework demonstrates the most crucial variables hypothesized the interest, togetherness and improved decision-making processes.

Fig 1

Chart of Conceptual Framework



2. LITERATURE REVIEW

Researcher has used qualitative and descriptive methodology. Literature analysis was done focusing on theoretical analyses of all the existing social phenomena's that has link with community consensus. In terms of community consensus like Nepal, India as well as African societies, where Inclusive decision-making and participatory meetings are vital behaviors; theologian Bénézet Bujo clarifies that people in these kinds of community should share common incidents that denotes to the whole groups, class and casts of community considering the goods of both the indigenous parties of people and other miscellaneous

parties while pursuing a solution for any kind of drawbacks of that community (Bidwell et.al., 2012). As this process of making decisions is between indigenous community of that society and a group of individuals who have no cultural understanding or deep relations with the indigenous culture of that community, the process of consensus can be really harsh as it is totally related to negotiation between two parties. The decision taken in one community may affect the developmental actions of another society as every society is interlinked with one another due to huge development in communication technology. These factors should be taken seriously while creating good decisions in the community. Community consensus is mainly dependent on various macro factors that are explained below:

2.1 Participation and Decision-Making

Common thoughts and problems plays a vital role than that of personal ideas in community decision- making. Participatory decision making can't be regarded as a successful achievement unless almost all people of that community can't be convinced by one's ideas. This strategy of making one's personal ideas as common ideas of the whole community depends on convincing the power of that person which is only possible through participation. Not only this, he /she should have known the core problem of every person of that community that could match with his / her problems as well as personal ideology.

Similarly consensus is regarded as an alternative to top-down decision-making processes that is commonly used in hierarchical groups. However strong community consensus and participation can only be possible through training and mobilizing awareness in need of community participation (Community Participation, n.d.). Although there are numerous kinds of training, they can't be undertaken if those training are against policy and laws of nations, as nations will not validate those kinds of awareness and training programs. Beside this there should be a need for common problems for all individuals living in that community. In the case of top-down models of decision making it is seen that this methodology uses indigenous information less efficiently than that of other two models of community decision-making (Habib et.al, 2017). Developmental activities cannot sustain and work effectively unless there is consensus among different religious people living in particular communities of any secular nations like Nepal. After the reinstallation of democracy in Nepal, the term community participation and decision making have been widely used both in socio-political as well as academic and policy making sectors.

However, in the current scenario the issue of community participation is only established on an international level if it considers issues that deal with achieving goals that are mentioned in sustainable development programs made by United Nations for developing nations for their development (Chirenje, 2013). In the case of Nepal, local communities were not part of core decision making until the restoration of liberal democracy in 2006. It was very hard for local communities to keep good links with central decision makers to execute any of the innovative ideas made through a common community agreement approach. This had weakened the consensus among people living in the community to commonly solve most of the community-based problems. Although there was a huge political conflict along

with Maoist insurgency, community forestry became a huge success, as there was deep understanding among each person of Nepalese community to preserve the forest of every community. Although community participation is vitally important to create common consensus it is necessary to think about people's personal lives as well as their own service and support that they could provide to the community from their respective areas.

Presently, it is also equally important to focus on local level decision-making strategy to create equitable development rather than only relying on the central state of this nation. In order to be good governance there should be inclusiveness, accountable and effective public institution (Bhargava, 2015), which is possible only through participation of the public in decision-making, processes by adopting the strategy of community consensus. Participatory decision-making in community is an advanced and ultimate form of democracy. It is also an essential unit to measure the level of democracy of any nation. Nations with developed democracy systems like England have turned out towards individual's participatory models so they could strengthen their democratic system and gain strong public influence in political areas as well as developmental areas of the nation (Hewlett, 2010). Though Nepal has recently been a secular nation since 2007 A.D., the practice of bringing group decisions has been there since the establishment of modern Nepal in the 18th century but it was limited within a certain group as per the status and education level of the then citizens of Nepal with not much win-win situation. Females' are accountable for the assortment and organization of forestry products that are important for them to run the everyday breathes of their households. Forest occupies about 80% of household activities in Nepal, so it is more necessary for females to get actively engaged in community participatory decision making activities than that of male members of a society.

However, females are often neglected in making self-decisions regarding forestry products (Leone, 2013). They are not only neglected because of Nepal being as patriarchal society rather in some cases they are often neglected due to their 'physical flexibility' too. It is seen especially in the underdeveloped areas of Nepal where women are not given the chance to practice major decision-making. This causes direct hamper towards the development of that community and as a whole life of those women who do not have any involvement in decision-making back then when their husband or male members of the family were there with them. Social researchers have suggested that, before entering into the phase of participatory decision making, every person living in that particular community should adapt the methods of interactive participation where publics contribute by involving themselves in multilateral activities based on project management by analyzing logically to every queries and responses of a people. It means that any information available through this intensive does not belongs only to external professionals. There will be functional and interactive participation by each and every members of community through Self-mobilization (Collective action).

2.2 Best Practices through Participatory Approach

The Community Collaborative Transitions (CCT) convening responsibilities to a board of local stakeholders pursuant to agreed-upon plan the transition plan and goals & objectives

take into consideration, to the extent practicable, the SIM Population Health Plan including recommendations Health Enhancement Communities and Prevention Service Centers. Similarly, 'The Community Health Collaborative (CHC)' holds regular meetings and forums to collect concerns and feedback on potential improvements. Within available resources, the Community Health Collaborative incorporates a data collection and analytics function to determine the impact of these new protocols. The Community Health Collaborative updates and modify these protocols over time given the results of the analytics and the feedback from collaborative participants (Leone, 2013). The notion that once people meet in a group they are stripped of their characteristics is fundamental to the standard conception, and a solution that is widely accepted has been propounded. From mass psychology from which it derived.

2.3 Opinion based Consensuses

According to the definition of free encyclopedia, consensus is not a majority vote. Rather it states consensus as a state where each and every opinion counts (The Free Encyclopedia, 2018). However implementation of everyone's opinion plays a vital role in consensus decision-making. The most common example of development activities done in Nepal through the help of community consensus is women saving and credit cooperatives that are collectively executed by the joint efforts of all women living in that specific community. This has shown pretty good effects in upliftment of women empowerment directly leading to a new dimension of gender consensus. Opinion based consciousness relies on collaborative connection among the individuals living in that community. However in order to bring consensus through public opinion, it is necessary to focus more on coordinating the social relationships among people living within that community (Zhao, 2015).

During the period of Rana rulers in Nepal, the resources were the private property of Ranas especially in the Terai region. The forest areas that were accessible forest of Terai had a very good commercial value. So, the Terai Forest was totally controlled by the Rana Rulers. Contrarily, In the case of mini- city communities the local people had conducted various community problem resolution programs finding the core problem of that community through community consensus, where the system of cooperative management and finance system have helped them a lot to solve those core problems by themselves (Badu, 2017). These systems included locally agreed rules through which a clearly fixed group of recipients legalized local community resources and excluding the nonresidential people of that community. After the remarkable end of the panchayat system in Nepal in 1990 A.D., term community consensus have been widely used in decision making of the community. The saying of comrade Madhan Bhandari "Make your place by yourself (आफ्नो ठाउँ आफैं बनाउ)" gave birth to the concept of Community Consensus for the first time in the history of Nepal. Since then, Nepalese society had already started some work focusing to community consensus like: managing local forests on their own initiative. This system involved locally accepted rules and it fixed the group of beneficiaries who were mainly known and respected in the society and excluded outsiders as users.

Community decision-making appears to have had an overall positive effect on livelihoods and a scale of numerous developmental activities concerning Nepal, focusing the concrete outcomes of direct and indirect positive impacts on rural livelihoods and welfare. It should be undertaken seriously that the rigorous studies demonstrating significant increases in household income as a result of Nepal's (Pokhrel, 2018) community consensus programs are sparse in the available literature. Studies that attempt to further disentangle complex relationships among community forestry activities, unrelated development interventions, and economic and other aspects of household livelihoods, particularly through rigorous research designs that control for external factors, would contribute importantly to a clearer understanding of community forestry impacts on household income in Nepal.

2.4 Policies

Consistency should be one of the vital concepts for consensus politics (Heffernan, 2001). Unless there is loyalty among policy makers of each political party of that community, it is hard to imagine the flexible environment to create consensus among people living in that community as everything is affected by the politics of the nation. Although consensus is an alternative module of top-down module of planning that is initiated by Nepalese government, the government itself has failed to create a dominant community to create an open environment for the process of consensus decision making. In Nepalese scenario, different policies have been made in the sector of community consensus with equal prioritization in the sector of health. As per research done by different health experts, numerous groups have emerged in response to the hospital's Community Health Need Assessment and community benefit requirements for tax on health through community consensus activities. Consensus politics was an inheritance of the controlling government that was re-produced at the time of democratizing conversion (McCarthy, 2019). The observation of modern consensus building has been prejudiced heavily on typology of consensus versus state of democracy and democratic act of that nation. For anyone participating in decision- making, it is necessary to create policies from individual representations to social representation.

2.5 Theoretical Framework

2.5.1 Social system theory

Talcott Parsons defines a social system as a network of interactions between actors. The fundamental starting point is the concept of social systems of action. The interaction of individual actors, that is, takes place under such conditions that it is possible to treat such a process of interaction as a system in the scientific sense and subject it to the same order of theoretical analysis which has been successfully applied to other types of systems in other sciences (S.Turner, 2005). This theory supports the collective action the certain group of people interact with each other for the collective benefits in making consensus decision.

2.5.2 Motivation theory

The 'physiological' needs that are usually taken as the starting point for motivation theory are the so-called physiological drives. The safety needs one individual seeks the safety either creating shelter or developing the self-defense skills. There are at least five sets of

goals, which we may call basic needs. These are briefly physiological, safety, love, esteem, and self-actualization. In addition, we are motivated by the desire to achieve or maintain the various conditions upon which these basic satisfactions rest and by certain more intellectual desires (Maslow, 1943). Motivation is the first step of initiation of joint work associated with members who are motivated via common interest. Their scarcity, hardship become the driving factors and willingness, determination lead to the togetherness for the accomplishment of shared goals. Another need is the self-esteem needs people want to live in high social dignity and seek social recognition. Similarly, in a group community people pursue economic safety and identity.

2.5.3 System theory and management

Systems theory treats an institution or organization as a system. It is the system to interact more easily and assessable with the working environment by way of inputs, throughput as well as overall output of that institution (Graimsley S., 2018). Managers are needed to convert the disorganized resources of men, machines, and money into a useful and effective enterprise. Essentially, management is the process whereby these interrelated resources are integrated into a total system for objective accomplishment. In group work scattered human, social, economic capital are united together and invested for the attainment of the shared benefit.

2.5.4 Group development theory

Personal relations are marked by cohesion; people begin to experience a feeling of belonging to a group. They begin sharing ideas, feelings, giving feedback to each other, soliciting feedback, exploring actions related to the task and sharing information related to the task. This becomes a period during which people feel good about being a part of a Common behavior at this point and questioning why we are here, what we are supposed to do, how we are going to get it done, and what are our goals. During this stage the leader should provide as much structure as possible; team building is important here. Group members achieve interdependence where each member can work autonomously, in any sub-groupings or as a total unit. They are highly task and people oriented. Group's tasks are well defined. There is high commitment to common activity and support for experimentation with solving problems. A collective, interdependent organism is the final outcome of the process of group development. During this stage the leader can take a less active role and allow the group considerable autonomy. Member's interdependence, flexible approaches to task accomplishment, commitment to self-assessment and appropriate adjustment or adaptation readily occurs (Tuckman, 1965).

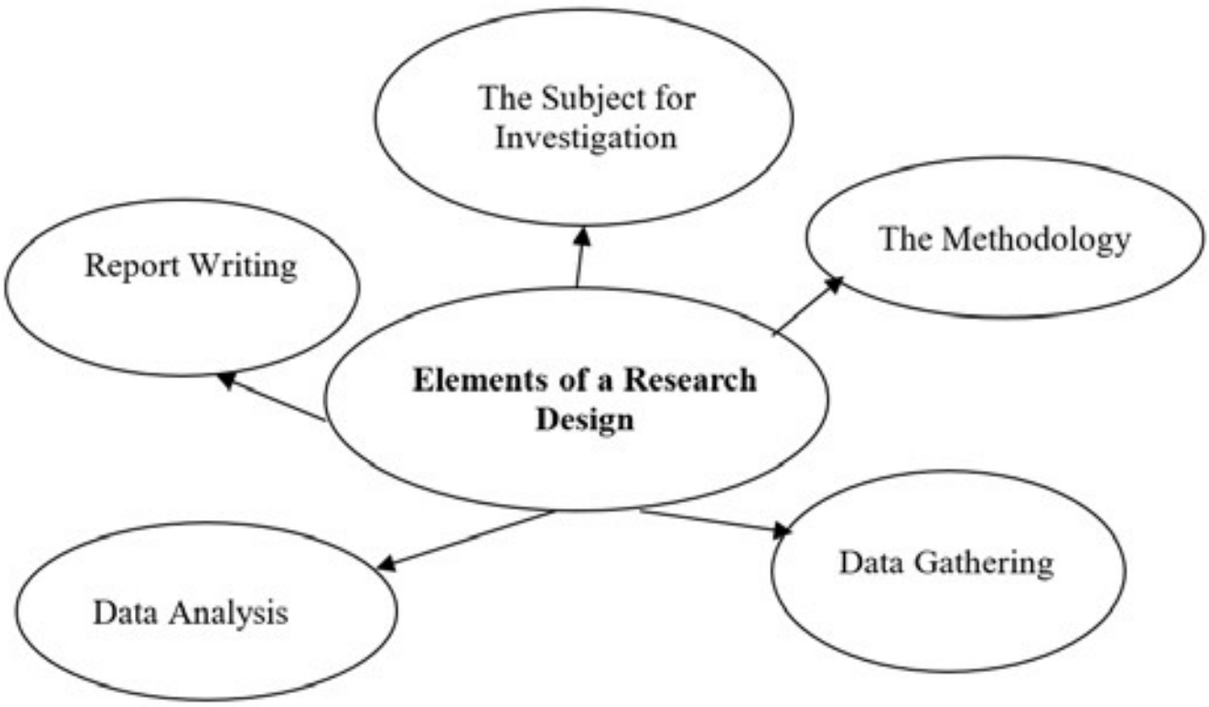
3. RESEARCH METHODOLOGY

This research has adopted a case study method and followers both descriptive as well as explorative (analytical) design. Rather than using sampling patterns to test a small number of variables, this study involves comprehensive inspection of a consensus- building of the Bhujung community. This study analysis thus views a study of social unity as a whole in

its factual life circumstances of the Bhujung community. Similarly primary data's were collected from focused group discussion, KII, personal interviews, and interview with the respondent household's survey. During these research survey and discussion meetings various committee stakeholders as well as members were asked about benefits of decisions made through consensus among people of this community, its impacts on other development projects that were executed by various private and public organizations. People of this community were also asked about major culture and religion of this community as cultures and religions of the community also have indirect impact on the way of making decisions which directly impacts the collective decision- making processes and strategy of that community. This research study has followed certain basic elements of research design that is needed in order to conduct scientific research in the field of social science.

Fig 2

Basic Elements of Research Design (Gasser et al., 1995)



3.1 Site Selection and Data Analysis

This research follows a case study approach. To make the research more valid, researchers have taken hydropower or white energy as a major component of this research study. The Upper Midim Khola Hydropower project is located at Kwholasorhar Rural Municipility of Lamjung District of Gandaki Province. The project was taken by Ashtanga Hydropower Organization which is under the periphery of Ashtanga Foundation Pvt. Ltd. The project taken for this primary research is connected by earthen road from Besisahar which is the district headquarter of Lamjung district to Bhujung village community. Besisahar is approximately 175 km west from Kathmandu. It is connected by Pritihivi highway upto Dumre bazar. Besisahar lies about 45 km north from Dumre towards Chame on Dhumre-Manang road. There is an earthen road of length 40 km towards west from Besisahar to reach up to the beautiful working site of Bhujung village. Road from Kathmandu to Besisahar is blacktopped as of 2018. (Primary Field survey, 2018).

4. DATA ANALYSIS

The total population of survey project affected families is 185 comprising male 89 (44.77%) and female 96 (52.33 %). The average size is 4.5. The population distribution by households and age groups are shown in Table below (Primary Field survey, 2018). The data gives us clarity about how community consensus is functioning in this community regarding the project.

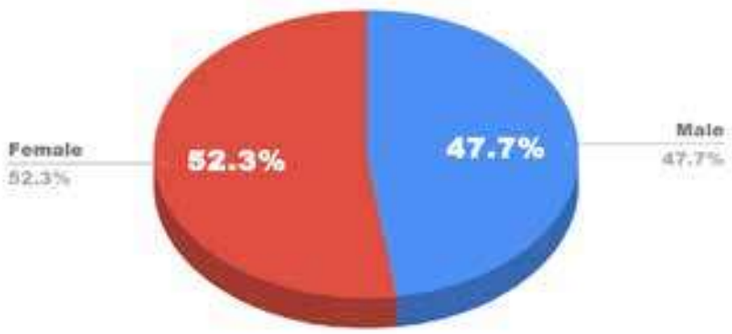
S.N.	Population					Households	Ave. HH size
	Male	%	Female	%	Total		
1	89	47.77	96	52.33	185	41	4.5
2	89	47.77	96	52.33	185		

Source: Field Survey Results, 2018

Below is the pie chart graph that shows the Population Distribution of the Bhujung community by Households.

Fig 3

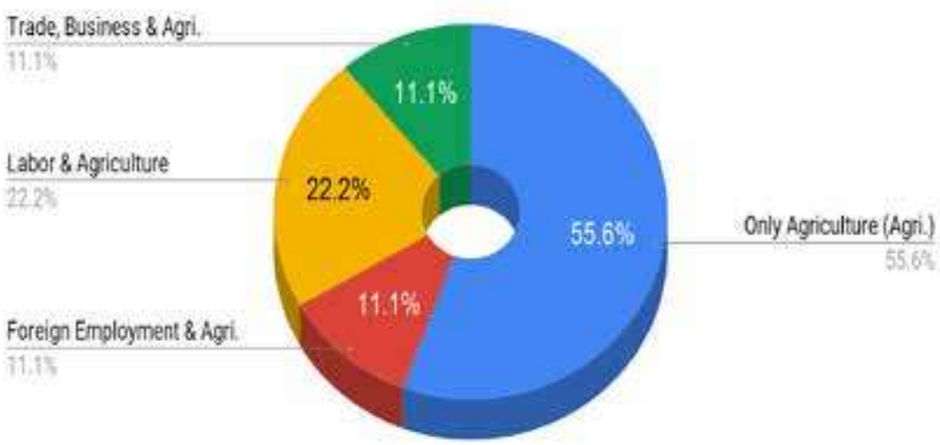
Population Distribution of the Bhujung community by Households.



Agriculture is the main occupation of the people living in this community. About 55.6 % (23 HHs) are dependent on agricultural sources, while remaining households (HH) are dependent on other sources like foreign employment (5 HHs, 11.1%). Similarly about (9 HHs) 22.2% of the population are engaged in both seasonal agricultural activities as well as manual labor work activities like carrying heavy bags of different necessary material, constructions and so on.

Fig 4

Pie chart showing the population distribution of Bhujung community by Economic analysis



According to the survey carried out, it was found that most of the people living in this community are farmers or are engaged in any kinds of agricultural activities in one or other way. It is likely that about 90% of consensus decision-making is done by these people focusing economic activities that revolve around agricultural activities. In order to gain positive consensus decision-making of these people, it is necessary for white- energy developers who want to make Bhujung as their project site to create strategic ideas and plans that will not hamper agricultural lands and forestry land of this community.

4.1 Community Issues and Demands

Even though group discussion in this community was focused more on production of white energy (hydropower), different issues were aroused regarding other development sectors that are directly or indirectly concerned with productions of hydropower electricity. Most of the issues like education, health facilities along with agricultural entrepreneurship were regarded as major issues by every people of the community during the discussion. So it is worthy to state that any organization engaged in these kinds of planning and project developmental works can benefit socio-economically by creating any project keeping the following issues in their development agendas pre-hand so that they should not have to invest extra time, budget and resources as these would already be part of their main project.

4.2 Project Impact Analysis

Impact of this research study has been analyzed by dividing the site observation, interview and group discussion outcomes into both the positive and negative sides. In order to create productive consensus between people of the community like Bhujung and project holders for creating the environment of win-win situation between them, the researcher of this study have analyzed the case of this research deeply. All this analysis helped this researcher to know the impact of any kind of development projects like hydropower in the community like Bhujung, which would in turn help both the project holders as well as community people to come under certain rational consensus among them.

The long-term positive perspective of this research study is directly linked to policy making and strategic planning of community development. Likewise, the positive impact of this primary research study is that this study has come up with the idea that each and every development agency should come up with a secondary mini- project of development fields matching the working areas of their major project that is focused on the socio-cultural needs of that community.

Due to time limit, this research was carried out focusing only to the core policies and issues that are given more priorities by the majority of the public regarding the issues at the time of focused group discussion. On the other hand, this research has underestimated the ideas that were impractical and that would benefit only a handful of people of that society. Researcher have done deep study regarding national policies about the topic of this research. This study may not be applicable for those communities in the long run who focus more on political

agenda while creating consensus as it may not give practical sustainable outputs both for the project holders as well as people of that community. The outcomes of this study merely gets success in the community with the nation of unstable government both at national as well as local level.

The first priority of the negotiation was based on employment opportunities to local people of the Bhujung community that would help to increase reliability between both the parties of community as well as project holders. However the resources of Kwholesothar Rural Municipality have been used while creating the small scale hydropower project, it was agreed by both the parties that the employment opportunities should be given more prioritizing people of Kwholesothar Rural Municipality. Similarly both the team agreed to give and receive training that would increase skills of local people of this area. There was also agreement between both the groups regarding enhancement of the economic opportunities distributing free electricity in those areas with the projects. With all this negotiation, all the people and this Small Scale Hydropower Project came into consensus of utilizing the collected royalty for improving the sanitation scenario, health facilities and tourism industries of this Bhujung community. The outcomes of this negotiation may be helpful to newbies entrepreneurs, and researchers who are trying to know past situations regarding how consciousness building was done in the past, as well as for the developmental companies to execute their work.

5. CONCLUSION

The best strategy to execute community consensus in the society by any development or project based organizations is to look after basic community needs as well as factors influencing the path of community consensus while undertaking any project based developmental activities. For instance, it is very important for any development agencies to know what are the entities their project contains that could satisfy both the socio-economical and psychological needs of people along with their project working strategy without hampering the relation between people of community and the project holders.

At the time of community consensus factors like: participation and decision making along with opinion based (focused) consensus strategy should be focused more relating it with current national policies that the specific project associated country possesses at the period of the project execution. In other sense it means that even if there is good consensus in decision-making among both the parties; it will not be applicable if it goes against the law and policies that are set in the country at national level. Although consensus is the alternative module of up-down planning strategy many nations with weak bureaucracy and government (as of 2019) like Nepal have failed to create an open environment for the process of consensus decision- making. Lack of proper training according to the needs of the situation is also a major reason behind this imperfections. Before executing any project in nations like Nepal, India and all most all the SAARC nations along with majority of African societies with varieties of social as well as cultural groups (tribes), any entrepreneurs or

project holders should focus more on cultural and religious issues of that community or nation before going in group discussion to create consensus between them and people of that community.

In the case of Nepal; community hospitals (Community Health Care Organizations) and community forestry have been set as the best examples of projects executed under community though consensus decision-making processes to some extent. However very low or no inducements have been taken in the field of community consensus regarding health and other development as well as consensus focused entrepreneurial based issues, as compared to forestry. Beside this there are many reasons why community consensus is needed. Among them reducing the traffic of minor cases in the court is a major activity of this consensus decision-making process. Similarly, the system of untouchability (one of the cultural dogmas) and other issues in these sectors need to be first identified and solved. Only then the dream of heavenly decision- making would be possible through consensus. People of the same community following different kinds of religion, castes and political ideology are agreed to stand in common ground for consensus decision-making. Community consensus itself has been established as a tool not only for reconciliation but also a knowledge disseminating mechanism which on one hand respects the traditional values and on the other hand respects the traditional values unless it is some kind of imposed dogmas.

6. RECOMMENDATIONS

The following recommendation are made on the basis of the research:

- The study recommends to conduct a pilot survey of the community demographic structure, cultures, traditions, religions, and socio-political structure through a dummy project that acts like a way to get information and situations of that community and local people's attitude about the project. Even though the pilot survey through execution initial of a dummy project consumes some budget, however it reduces the future risk of real project failure due to local community obstacles.
- The study suggests that the saga mechanism system should be followed up to monitor and control common problems of the community until and unless the common problem is nullified properly.
- Social, anthropological and psychological study of the indigenous cultures as well as religions of that specific community should be done before the execution of any new entrepreneurial or development based projects in that community. Sometimes even if the project is technically and financially feasible the local people may not give positive consensus decisions if that project goes against their indigenous cultures, tradition and religion.
- It is suggested to allocate budget for local community beneficiary development activities to address issues that would likely arise at the time of focus group discussion, community negotiation and the local issues settlement.
- This study suggests to be flexible in dealing with local community stakeholders, to

change working strategy and leave some scope to modify the executive ideas of the project accordingly. The project moving strategies as well as execution modalities of the project may be changed after the negotiation settlement.

- It is suggested to the project holders to provide training related to work safety, work ethics, criminal law, labor law, and concerned acts to the workers who are engaged in the project of national or international investors. This also helps the community to gain some ideas to create and make consensus decisions based on the current legal scenario of the nation as well as projects, more relevantly if it is based on private entrepreneurship.
- It is necessary to know the indigenous cultural history and religious ideology of the people living in that community where our business project is going to start and make a certain change in flavor and working strategy of our project as sometimes our settled project may go against their cultural or religious ethics. In this condition they may give negative consensus decisions for us and our projects.

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